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17 November 1955

MEMORANDUM FOR: Addressees Listed

SUBJECT : Agency Manpower Study

1. In compliance with a request from the Chairman of the House Subcommittee on the Civil Service Commission and Personnel Programs, the Director will furnish written reply on or before 15 December 1955 outlining efforts which have been made to effect manpower savings, and describing the position of the Agency with regard to current manpower requirements. A committee, chaired by The Inspector General, which includes representatives of each of the Deputy Directors, has been established to assist the Director in this matter. The Director of Communications and the Deputy Director of Personnel have been appointed committee members representing the Deputy Director (Support). The Chief, Management Staff, will act as consultant. The committee members representing each of the Deputy Directors have been instructed to conduct a survey which will provide answers to the following specific questions, and such other data as may be pertinent to the subject:

a. If the Director is required to effect a ten percent reduction in current Agency manpower, what specific action would the three Deputy Directors take to effect this reduction in their areas?

b. Are any organizational units now performing any function or activity which is being performed by another component of this Agency or by another Government agency? If so, could the function, or portions thereof, be performed entirely by the other component or other Government agency?

c. Do any organizational units now have work requirements beyond present manpower capability? If so, what additional manpower is required?

2. The committee members have been instructed to complete the study of their respective areas and present their report by 30 November 1955. In the case of the Deputy Director (Support), each office and staff is requested to initiate, without delay, a self-study designed to produce the answers to the above questions. In this self-study, the DD/S would like to review a further point; assuming that present manpower allocations permit the accomplishment of essential tasks, what desirable tasks have been deferred or eliminated from present programs due to the current ceilings.

SECRET

SUBJECT: Agency Manpower Study

3. In answering the first question it will probably be advisable to list all functions of the office in the order of their relative priority, with a view toward a percentage reduction from the bottom of the list. This, of course, would be after accomplishing all possible reductions in manpower without impairment of the most important functions. You are requested to give special consideration to the second question [subparagraph 1.b., above], regarding duplication of functions within the Agency. This is considered of great importance, even though the savings in manpower in a single instance may be slight. Such savings could help in effecting the ten percent reduction described in the first question, or could offset possible additional manpower requirements described in the third question.

4. One or both of the DD/S committee members will contact you not later than Wednesday, 23 November 1955, for discussion of progress to date, and the establishment of specific deadlines for completion of the study within the individual offices of the DD/S. In order that the individual reports may be consolidated for presentation to the whole committee on 30 November 1955 it will be necessary that all material be available to the DD/S committee members not later than noon, 28 November 1955. The Management Staff and the Office of Personnel will render all possible assistance upon your request.

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/s/
[Redacted]
Director of Communications

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/s/
[Redacted]
Deputy Director of Personnel

Addressee Distribution:

Director of Training - 1
Director of Security - 1
General Counsel - 1
Director of Communications - 1
Director of Logistics - 1
Director of Personnel - 1
Comptroller - 1
Chief, Audit Staff - 1
Chief, Commercial Staff - 1
Chief, Management Staff - 1
Chief, Medical Staff - 1
Spec Asst to DD/S [Redacted] - 1
Inspector General - 1

1 APS - 1
SAS/DDS-1

APPROVED:

/s/
L. K. WHITE
Deputy Director
(Support)

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

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Director of Communications and
Deputy Director of Personnel (Deputy Director
(Support) Members of Agency Committee on Manpower)
Acting Chief, Audit Staff

25 November 1955

Agency Manpower Study - Audit Staff

REFERENCE: Memorandum from the Deputy Director (Support) Members of the Agency
Committee on Manpower Dated 17 November 1953 to all Deputy Director
(Support) Components

1. The Chief, Audit Staff is responsible for the audit of all matters, domestic and foreign, relating to the receipt, disbursement and application of funds and assets available to the Agency. He is responsible for the final audit of all confidential funds and for assuring the Director that such funds have been accounted for in accordance with laws and regulations governing the Agency and within the provisions of approved plans, contracts, and agreements.

2. The manpower of the Audit Staff authorized or available to carry out these responsibilities on a world-wide basis is as follows:

T/O Authorized	On Duty Strength
<u>21 October 1955</u>	<u>31 July 1955</u>

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3. As indicated in the above table, the ceiling based on 31 July 1955 on duty strength is 9 less than the T/O authorized on 21 October 1955. The T/O of [] was requested by the Chief, Audit Staff in a memorandum to the Deputy Director (Support) dated 8 August 1955 in which he stated that he considered a strength of [] as the minimum required to provide a proper force to carry out the audit function. The memorandum also indicated that the Clarke Committee and the Inspector General, as a result of their

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investigations, recognized that the authorized strength of (at the time of the investigations) was insufficient to perform a sound audit.

4. The answers to the specific questions asked in reference memorandum follow:

- a. No recommendation is made for specific action to effect a 10 percent reduction in the Audit Staff. All audit functions now being performed are considered essential to a sound audit program. With the limited manpower the Audit Staff has had, it already has been necessary to streamline the audit program. This has been accomplished by (1) deferring certain audit functions considered to be less important than others although all are essential to a sound program, (2) making less frequent audits of certain activities than considered desirable, and (3) decreasing the scope of certain audits to a bare minimum. To effect a 10 percent reduction in current manpower would seriously affect the Audit Staff's ability to meet the responsibilities placed on it by Regulation
- b. The Audit Staff is not performing any function or activity which is being performed by another Agency component or by another Government agency.
- c. The Audit Staff does have essential work requirements beyond present manpower capability as indicated previously in this memorandum. The additional manpower provided for in the revised T/O of which was authorized 21 October 1955 is necessary to meet these work requirements.

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

23 November 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Agency Manpower Study

REFERENCES: a. DD/S Memo dtd 17 Nov 1955, same subject
b. Commercial Staff Statement of Responsibilities and Functions, [redacted] (copy attached, Tab A).

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1. The purpose of this memorandum is to present as concisely and categorically as possible, the answers to the questions posed in the referenced memorandum. These answers are not intended to be a comprehensive study of the problems presented in each question but rather a basis upon which a detailed study could be conducted if so requested.

(a) If the Director is required to effect a ten percent reduction in current Agency manpower, what specific action would the three Deputy Directors take to effect this reduction in their areas?

It would appear that if the Director were required to effect a ten percent reduction in current Agency manpower, the specific action taken by the three Deputies would be one of compliance with a mandate. There would appear to be no discretion involved except in the manner in which such a reduction would be carried out. Such a reduction in force would require the application of certain personnel policies, i.e. whether to be effected by normal attrition, induced resignations, or by outright reduction in force, or by a combination of all three.

(b) Are any organizational units now performing any function or activity which is being performed by another component of this Agency or by another Government agency? If so, could the function, or portions thereof, be performed entirely by the other component or other Government agency?

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Next 2 Page(s) In Document Exempt

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

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ORIGINAL DOCUMENT MISSING PAGE(S):

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

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25 November 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Agency Manpower Study

With reference to the memorandum of 17 November 1955 concerning Agency manpower, the three questions set forth therein are considered in order.

a. If a ten per cent reduction were required by the Director, it would mean a reduction of [] positions in the Office of the General Counsel. Under current circumstances this would not, in my estimation, have a harmful effect. This Office like much of the DD/S component is purely a service staff and the service it renders is advice on legal matters. It has no self-generated requirements. Consequently, the workload at any one time is unpredictable, particularly as it is not so much the number of problems as the difficulty and complexity that control. If the Office were understaffed, the main effect would be delay, but probably there would be some lowering of the quality of the work produced due to pressure in research and consultation. At present this Office appears to be staffed to meet any foreseeable requirements, and reduction of [] lawyers would not materially impair the Office's ability to perform its function adequately if the workload remains constant at its present average. It would impair its ability to meet emergencies or peak workloads that we have experienced in the past. My feeling is that the lawyers are currently gainfully employed on necessary work and I do not seek a reduction, but if [] lawyers were to leave the staff I would not in all probability recruit against the positions vacated until I had given a fair try to working with the reduced staff. If [] were to go this would probably mean an automatic reduction of one clerical position. I do not see how any reductions could be effected by trying to have legal work done by contract. We do use outside lawyers a considerable amount, but this is based on security and is a comparatively inefficient means of rendering the necessary legal advice. Certainly for the main burden of our legal advice to the Agency the work must be performed by the legal staff itself.

b. The Office of the General Counsel has sole responsibility for advice on all legal matters arising out of the Agency's activities.

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No other organizational unit performs this function in whole or in part. Of course, the Department of Justice is available for legal advice to all departments and agencies and at one time no agency was authorized to employ its own counsel. However, experience showed that this attempt to centralize legal problems did not meet the needs of the agencies and in all cases now departments and agencies have their own legal staffs. Particularly is this true of the Central Intelligence Agency as its problems are in a majority of cases different from those facing the Government as a whole. Furthermore, the fact that almost all the information involved is classified would, in effect, prohibit reference to an outside agency. This Office does restrict itself, however, to Agency problems and refers to the Department of Justice or the Comptroller General such matters as can be handled under the normal procedures of Government. We believe, therefore, that we have reached a proper balance and that no additional portions of the Agency's legal problems can be handled outside this Office.

c. This is answered in a. above. The contemplation is that this Office should reduce slightly in size over the coming year if no unexpected circumstances are encountered.

LAWRENCE R. HOUSTON
General Counsel

cc: ~~Director~~ of Communications

Next 2 Page(s) In Document Exempt

SECRET

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

28 November 1955

MEMORANDUM FOR: Deputy Director (Support)

ATTENTION : Director of Communications
Deputy Director of Personnel

SUBJECT : Agency Manpower Study

REFERENCE : Memorandum, subject as above, dated 17 November 1955

1. As directed in referenced memorandum the following report is submitted for the Medical Staff:

a. Manpower Reduction:

No reduction of Medical Staff manpower from its current under-strength status is possible without radically revising its basic function. The Medical Staff is considered (e.g., in budget presentations) to have one function or activity: that of the provision of medical service to the Agency. A division of this one function into sub-functions such as physical examinations, referrals, and consultations is neither logical nor realistic; all these "sub-activities" form one closely integrated whole. As recently as 2 August 1955 a lengthy Management-Personnel study was completed that set the appropriate strength of the Medical Staff for the proper provision of medical service to the Agency at ☐ persons. There are currently ☐ persons assigned against this Table of Organization of ☐

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b. Duplication:

There are no known areas wherein the Medical Staff performs any activity which is also being performed in whole or in part by another component of the Agency or by another Government agency. There are areas, to be sure, wherein the efforts of the Medical Staff are closely integrated with the activities of other components but this should not be mistaken for duplication. Examples of this are the activities of the Medical Staff in coordination with the Office of Training, and with the Office of Personnel in professional procurement, each of which require the participation of professionally trained personnel.

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

SECRET

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c. Present manpower capability:

It is the opinion of this staff that its present manpower capability is not consonant with the requirements considered to be proper to the Medical Staff. An example may be cited: as a result of the Management-Personnel survey mentioned above, it was determined that there is a bona fide need for a position of Registrar, which individual would work closely with the staff physicians and psychiatrists in the medico-administrative aspects of clinical medicine; such individuals have been determined by military and civilian medicine to contribute greatly to the efficiency of medical service as well as to increase the number of patients that physicians can see. By reason of the imposition of the personnel ceiling as of 31 July 1955, however, this position has not been filled. In order to fulfill its obligation to the Agency, the Medical Staff should be authorized additional manpower to staff this Registrar function as well as the remainder of the positions provided for in the Table of Organization of 2 August 1955.

d. Desirable tasks deferred:

The deferral of the development of the Registrar function has meant that certain physicians of the Medical Staff must continue to carry much of the administrative burden appropriate to the Registrar. This in turn has deferred the further development of such desirable activities as the annual physical examination program.

The present personnel ceiling has also deferred the strengthening of the Administrative Support Division of the Medical Staff. Such strengthening was recommended by the Inspector General as a result of his survey last Spring, and was provided for by the Management Staff and Office of Personnel in the Table of Organization of 2 August 1955. This Medical Staff division is responsible for all Agency medical personnel, supply, and fiscal matters. Current authorization of the two positions originally approved would seem to be clearly in the Agency's interest.

Acting Chief, Medical Staff

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

28 NOV 1955

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Manpower Review

1. The Office of Communications (OC) has made a study of its manpower requirements with a view to the effects of a 10 per cent cut in the present ceiling. This letter will provide general information as well as specific paragraphs keyed to the questions set forth by your manpower survey representatives. 25X1

3. IF THE DIRECTOR IS REQUIRED TO EFFECT A TEN PERCENT REDUCTION IN CURRENT AGENCY MANPOWER, WHAT SPECIFIC ACTION WOULD THE DIRECTOR OF COMMUNICATIONS TAKE TO EFFECT THIS REDUCTION IN HIS AREAS?

Since the Office of Communications ceiling, allocated for regular activities was reduced by more than six percent to conform to the figures established by the Deputy Director (Support) as of 31 July 1955, and since considerable compensated and voluntary overtime is now required to meet the current workload and station coverage requirements, the Office could effect a further 10 per cent reduction only if some substantial portion of its workload were eliminated. The OC alone cannot determine the relative importance to CIA of its various activities. It is therefore recommended that competent authority consider the following activities which this Office believes must provide the positions to be eliminated in making a ten per cent cut:

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Next 1 Page(s) In Document Exempt

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

SECRET

- 4 -

SUBJECT: Manpower Review

The Office of Communications is not knowingly and directly duplicating functions of other agency components or non-agency organizations. The existence, however, of identical functions such as research and development and maintenance of stock records, might result in some extra overhead personnel. Nevertheless, the numbers are few and this Office is unable to visualize a practical combination of activities which would eliminate even this small number of positions.

5. DO ANY OC UNITS NOW HAVE WORK REQUIREMENTS BEYOND PRESENT MANPOWER CAPABILITY? IF SO, WHAT ADDITIONAL MANPOWER IS REQUIRED?

Various activities of the Office are either being performed only in part or not at all due to present staffing limitations. These include:

A. Proper maintenance of wire, microwave and ciphony systems. Without increased staff, the units responsible for this work will be faced with increasing equipment outages. Trouble calls during the month of October, for example, numbered 203, consuming 193 man hours.

B. The establishment of a "quick reaction capability" for the production of equipment for clandestine operations. When the new R & D laboratory was established [redacted] it was intended to provide limited production facilities of this type but achievement of this objective was prevented by personnel limitations imposed at that time.

C. Inventories of Headquarters cryptographic stocks. Limitations on staff as against workload have prevented the regular completion of this important step.

E. Liaison with NSA on cryptologic matters. The desirable amount of work in this field has not been possible with present staffing arrangements.

F. Operational testing and evaluation of equipment. The lack of adequate work in this field can result in lower effectiveness of OC support to clandestine operations.

SECRET

- 5 -

SUBJECT: Manpower Review

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G. Handling of current traffic loads at Headquarters and in some field areas, notably [redacted] Heavy overtime expenditures are now required to carry these workloads.

H. Preparation of Agency regulations. Unfortunately, long time delays have been introduced due to unavailability of staff personnel and time. The correction of these deficiencies would involve an increase in present staff of approximately fifty personnel.

6. It should be noted that OC has periodically, and almost regularly, been required to assign regular staff personnel in comparatively large numbers to high priority projects. Each such project being over and above regular workload, therefore effectively results in a further reduction in personnel ceiling.

7. In considering the various functions now being accomplished by OC personnel, attention was necessarily given to supply activities. It is suggested that the present Agency supply system, particularly the record keeping and reporting portions, be reviewed at an appropriate time and against the minimum requirements of sound management and the personnel ceiling pressures.

[redacted]
Director of Communications

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

SECRET

28 November 1955

MEMORANDUM FOR: Director of Communications
Deputy Director of Personnel

SUBJECT : Agency Manpower Study

REFERENCE : Memorandum dated 17 November 1955 from
Director of Communications and Deputy
Director of Personnel to Components of
the DD/S

1. With regard to the referenced memorandum, the following are our comments and conclusions.
2. The only manner in which the Office of the Comptroller can take a reduction in personnel which does not result in eliminating essential work or activity is for some other component(s) to eliminate sufficient work or activity to result in a direct reduction in required support rendered by the Office of the Comptroller such as audit and examination of accounts, preparation, recording, and processing of payrolls, examination and processing of travel, procurement, and other vouchers, formulation, processing, and examination of the budget, etc. In other words, if sufficient work is cut out throughout the Agency to result in a reduction sufficient to warrant a 10% cut of personnel in the Comptroller's Office there would be no difficulty in applying such a cut to the places where the impact is felt.
3. On the other hand, if there is to be an arbitrary 10% across-the-board cut of Agency personnel as seems to be contemplated, there would be very little effect in actual work reduction on the Office of the Comptroller. For example, if the Agency were to reduce by approximately [] jobs throughout various components there would probably be little or no reduction in procurement, travel, agent, project, and other activities and the only substantial effect upon the Comptroller's Office would be a reduction in work with respect to payroll [] employees and this cut only affects a maximum of four to five payroll clerks, whereas to meet the contemplated reduction the SF Career Service would have to be reduced approximately [] persons or jobs.
4. In order to effect such a reduction, essential work would have to be eliminated but we would attempt to retain the most important activities and those most basic to the responsibilities of a comptroller's office. It would be our objective not to eliminate anything completely but to

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reduce most everything on a partial basis cutting some functions more than others. To be more specific, we would meet our cut in Finance Division by eliminating the review of proprietary accounts and preparation of related reports, reducing Industrial Contract Audit Branch by auditing on a highly selective basis, eliminating a large part of the training pool, reducing the emphasis on policing of accounts receivable, and reducing administrative audit service to the point where payments to vendors and personnel of the Agency would not be as expeditious as heretofore; with respect to the Fiscal Division we would anticipate the affect of a 10% payroll cut would result in our payrolling operations being reduced by at least [] persons 25X9 and the remaining cut for Fiscal Division would be taken principally in the Fiscal Processing Branch and probably a small cut would be made in the Accounting Branch; this would result (as with respect to the Finance Division) in a reduction in expeditious payment services to personnel, vendors, and other agencies and it also should be pointed out that as a result of cuts throughout the Agency overtime would probably increase and the payrolling work in the Fiscal Division might therefore not decrease despite the reduction in personnel; the major part of the cut in field offices could be taken only by the larger installations such as [] 25X1A6A and certain stations [] the remainder would be too small to apply this type of across-the-board cut; this approach with respect to field offices would also apply to a certain extent to the SF components in the various DE/P area divisions; the Budget Division would cut by reducing its analytic and review functions and eliminating such reports as the voluminous overtime and leave analytical statements; with regard to the Machine Records Division, a study would be made to eliminate all reports of a statistical nature which could be classified as the lowest priority items regardless of their usefulness in order to reduce sufficient machine work to meet the required personnel reduction; and the difference between the total 10% cut and the amount obtained by the above described cuts would have to be absorbed by the Staff offices of the Office of the Comptroller, that is, Technical Accounting Staff and Program Analysis Staff. The former being the larger of the two would have to take the larger portion of such cut and the obvious result would be that required procedures would not be developed currently, a backlog would accumulate with respect to preparation of new and revised regulations, accounting systems would not be developed, installed, and reviewed on a current basis, proprietary project accounting systems and reporting methods would be neglected and the development of improved procedures and practices would be reduced to a minimum.

5. Obviously, the above described cuts would result in a general deterioration of budget and fiscal services and many of the requirements of the Hoover Commission, members of Congress, and other committees, with respect to improved budget, fiscal, and management standards could not be complied with.

6. With respect to Question B of the referenced memorandum, this Office is not aware of any organizational units which perform functions or activities performed by any other components of this Agency or another Government agency.

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7. With regard to Question C of the referenced memorandum, this Office believes that the Budget Division should have at least four additional positions and incumbents in order to properly carry out its budget responsibilities with respect to proprietary and other special projects and that the Finance Division needs additional personnel for proprietary and special project review and reports activities, industrial contract audits, and agent service activities as recommended by the Management Staff and the Inspector General.

8. With respect to Paragraph 2, you are advised that due to the current ceiling the Budget Division has not been able to carry out its budget responsibilities with respect to proprietary and other special projects; the Program Analysis Staff has not been able to perform other than a minimum of analysis work; the Finance Division has not been able to increase its review of proprietary and other special projects, its contract audits and its agent service activities pursuant to recommendations of the Management Staff and the Inspector General; and the Comptroller Career Service Board has not been able to prepare a career plan for each SF career employee as is contemplated by the career program.

9. In addition to the above, it is our opinion that our training program will have to receive a portion of the 10% cut. In other words, a part of the cut would be taken in the number of personnel in training (pursuant to the 5% provision of Notice No. [redacted] and thereafter the number in training might be considerably less than 5%.

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Acting Comptroller

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

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Director of Communications
Deputy Director of Personnel

Director of Logistics

Agency Manpower Study

REF : Memorandum from Director of Communications and Deputy Director of Personnel dated 17 November 1955, subject: Agency Manpower Study

1. In compliance with the referenced memorandum, this Office has conducted a careful and detailed self-study of its operational and staff responsibilities. These are performed both in response to its approved mission and functions and planning responsibilities made mandatory by subsequent planning directive. Although this specific appraisal was conducted in accordance with the referenced memorandum, this Office, dictated by the necessity of operating under a restrictive personnel ceiling, conducts an aggressive and continuing performance analysis in order to effectively and economically utilize available manpower in performance of essential functions.

2. Since the initial approval of the organization, functions, and staffing pattern of the (then) Logistics Office on 23 March 1953, a critical and objective review, initiated at our request, was conducted by the Management Staff. This study, approved on 23 July 1954, refined the basic organization and established a Table of Organization reflecting actual workload. Our endeavor to maintain a total structure, in balance with changing emphasis in workload and functional responsibilities, is best evidenced by numerous studies submitted to the Management Staff, all of which are the reflections of the Office's response to meet changing conditions with an organization designed to carry out effectively its responsibilities.

3. Concurrent with the last complete management review, which brought the Table of Organization and personnel ceiling into balance, a classification survey, conducted by the Office of Personnel, established an approved grade structure. In addition, a review conducted by the office of the Inspector General confirmed the need for the existing personnel ceiling and Table of Organization structure. As a result of these reviews the Office of Logistics pioneered in becoming the only major component of the Agency which

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Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

Next 1 Page(s) In Document Exempt

Approved For Release 2002/09/03 : CIA-RDP78-04718A001800050013-5

SUBJECT: Agency Manpower Study

and could be performed outside the Agency. In order to meet the deadline requirement, the job is largely performed on a record shift and the elimination of the work from the Division would result in loss of essential control and possible inability to meet deadlines.

(2) Elimination of an additional [] positions representing 10% of present strength exclusive of those identified above would result in a general slowdown in across the board servicing.

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d. Transportation Division ([] positions)

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(1) Curtailment of bus service by eliminating [] positions could be accomplished with the result that busses servicing existing routes could be rescheduled for 45-minute runs instead of the present twelve and fifteen minute schedules. For reasons of security it is not believed feasible to transfer the function to another Government agency or to contract for it.

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(2) Curtailment of Motor Pool service by [] positions could be accomplished by a reduction in chauffeur and dispatcher personnel. Presently, an average of 7.9% of all requests received are either delayed or cancelled due to nonavailability of chauffeurs or equipment. Even by limiting personnel who may request transportation, the number of refusals and delays would be expected to rise materially.

5. Attached as Tabs A through G are the functions performed by major elements, listed as nearly as possible in descending order of importance. Following is a discussion of each component's functions:

a. Supply Division. As can be seen from the attached functions, the operation of the headquarters' and overseas' supply system is closely integrated and none of the enumerated functions can be eliminated without impairing the operation of the entire system. Elimination of any of them would result in inability to maintain essential records and exercise necessary controls over Agency property.

b. Planning Staff. The functions of this Staff are mutually interdependent and the elimination of any one would result in an inability to perform the complete planning cycle. Extensive responsibilities have been placed on this Office and are being

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SUBJECT: Agency Manpower Study

carried on by the Planning Staff in planning and programming for current operations and cold war emergencies; at the same time, a high-level mandate has placed a priority on war planning and hot war preparation actions. Serious deficiencies would occur to attempt to cover such a broad scope of planning with any reduction in personnel.

c. Procurement Division. A considerable amount of the manpower of this Division is devoted to procurement by contract which is within itself a complete cycle. No one function or sub-function in the negotiation, administration, inspection, or settlement of a contract is capable of being eliminated. No element concerned with purchasing by other means could be eliminated without jeopardizing the ability to render an integrated service.

d. Real Estate and Construction Division. The functions stated represent a minimum listing of those necessary to conduct an integrated program. In addition to the normal workload of the Division, it has been called upon to render considerable support to the Building Planning Staff, both in terms of technical assistance by Division members as well as actually detailing personnel to the Staff on a full-time basis.

e. Printing Services Division. As stated in the preceding paragraph, this Division services Agency-wide programs in the performance of all aspects of printing service. Any reduction in personnel could be expected to curtail service to such programs as Office of Operations Reports, Foreign Intelligence Reports, and Graphic Registry prints.

f. Administrative Staff. The functions performed are considered to be the minimum necessary to support an Office of the size and complexity of Logistics. Mostly, they are in the nature of implementation of Agency policies and programs, e.g., Career Service, Records Management and Training programs. Many of the service functions, if not performed centrally within the Office, must be absorbed by already overburdened operating personnel.

g. Transportation Division. The functions of this Division show a specialized concentration on the movement of "people" and "things" to the field. A reduction of manpower would produce backlogs and a resultant failure to meet delivery schedules.

SUBJECT: Agency Manpower Study

6. In answer to paragraph 1.b. of the referenced memorandum, no other organizational units are known to be performing the functions assigned to and being performed by this Office. At present, certain unclassified printing is now being prepared by the Government Printing Office. Although that Office has the facilities capable of performing other Agency work, this has not been considered feasible due to the extreme sensitivity and classified nature of the majority of the Agency's printing requirements. The personnel of the Real Estate and Construction Division function primarily as technical consultants and specialists on work accomplished by other government agencies, and it would not be feasible to transfer any part of this group. A program of decentralized procurement could be carried on by other elements but would require qualified personnel far in excess of those needed for centralized procurement. This would not be considered desirable as the established mechanisms could only be effective with central control. Such other functions which could be transferred and now conducted by the Supply Division are discussed in paragraphs 5.a., b., and c.

7. In reference to the question asked in paragraph 1.c., it must be again assumed that the Table of Organization expressed the staffing pattern necessary to accomplish workload at the time it was established. The current personnel ceiling is now forty-two (42) positions less than the Table of Organization and restoration of this increment constitutes, in part, the need for additional manpower. In addition to the above, the following staff papers indicate a need for additional personnel and are based upon a workload appraisals made subsequent to the establishment of the basic Table of Organization.

- a. Request to Chief, Management Staff, dated 14 June 1955, requesting an increase in seven positions needed to meet extensive planning responsibilities. Additional memoranda submitted at a later date to the Chief, Management Staff and the Deputy Director (Support) restated these needs in terms of increased emphasis in planning responsibilities.
- b. Study conducted by the Management Staff dated 15 November 1955 recommending an increase of six positions in the Procurement Division. This study recognizes a critical need for augmenting the staff in the areas of contract negotiation, administration, inspection, and settlement.
- c. Two additional studies have been conducted internally and show an urgent need for one additional clerical position in Real Estate and Construction Division and the need for a Logistics Officer to act as Recorder for the Headquarters Board of Survey.

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SUBJECT: Agency Manpower Study

d. In order to meet the responsibility of conducting a continuing ordnance surveillance program of an inventory of approximately [] dollars, eight additional personnel are needed within the Supply Division. These personnel are needed for a program to prevent loss through deterioration of ordnance in storage and is mentioned in a memorandum from this Office to the Deputy Director (Support) dated 9 August 1955. The same review was conducted of the workload and functions of all other elements and the determination made that commitments could be met with the increase in staff which could be made possible by the restoration of the previous personnel ceiling. A desirable task which has been deferred due to lack of manpower is the periodic inspection of overseas installations in order to more fully meet the Office's staff responsibility to these stations. Other deferred tasks are the establishment of more exacting work standards, support in the Agency's motion picture program, increased stock surveillance, and increased emphasis in training.

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8. In addition to the effect of a reduction upon operations conducted at headquarters, any reduction in authorization would create serious problems in so far as the staffing of SL designated positions in the DD/P overseas areas is concerned. To date, this Office has identified [] SL designated field positions in DD/P. Of this number, [] positions are encumbered by SL designees. The grade level of these positions ranges on the average from GS-7 through GS-15. The greatest frequency in this grade range is established at the GS-7, GS-9, GS-11, and GS-12 levels. A review of our current Table of Organization indicates that we have [] SL positions in a rotatable category. Statistically, this means that the Office of Logistics, assuming that all employees in the rotatable category are identically qualified, has [] employees in the ZI for every position we are obligated to encumber overseas. From this review, it can be seen that any reduction would seriously hamper the ability to adequately fulfill the obligation to supply qualified personnel to the field. In summary, it is believed that the recitation of the foregoing facts clearly indicates the status of current manpower utilization, what has been accomplished to effectively utilize available manpower, and what the requirements are needed to meet the responsibilities and commitments of this Office.

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JAMES A. GARRISON

Attachments:

Tab A through G as stated above.